

Value Creation Process

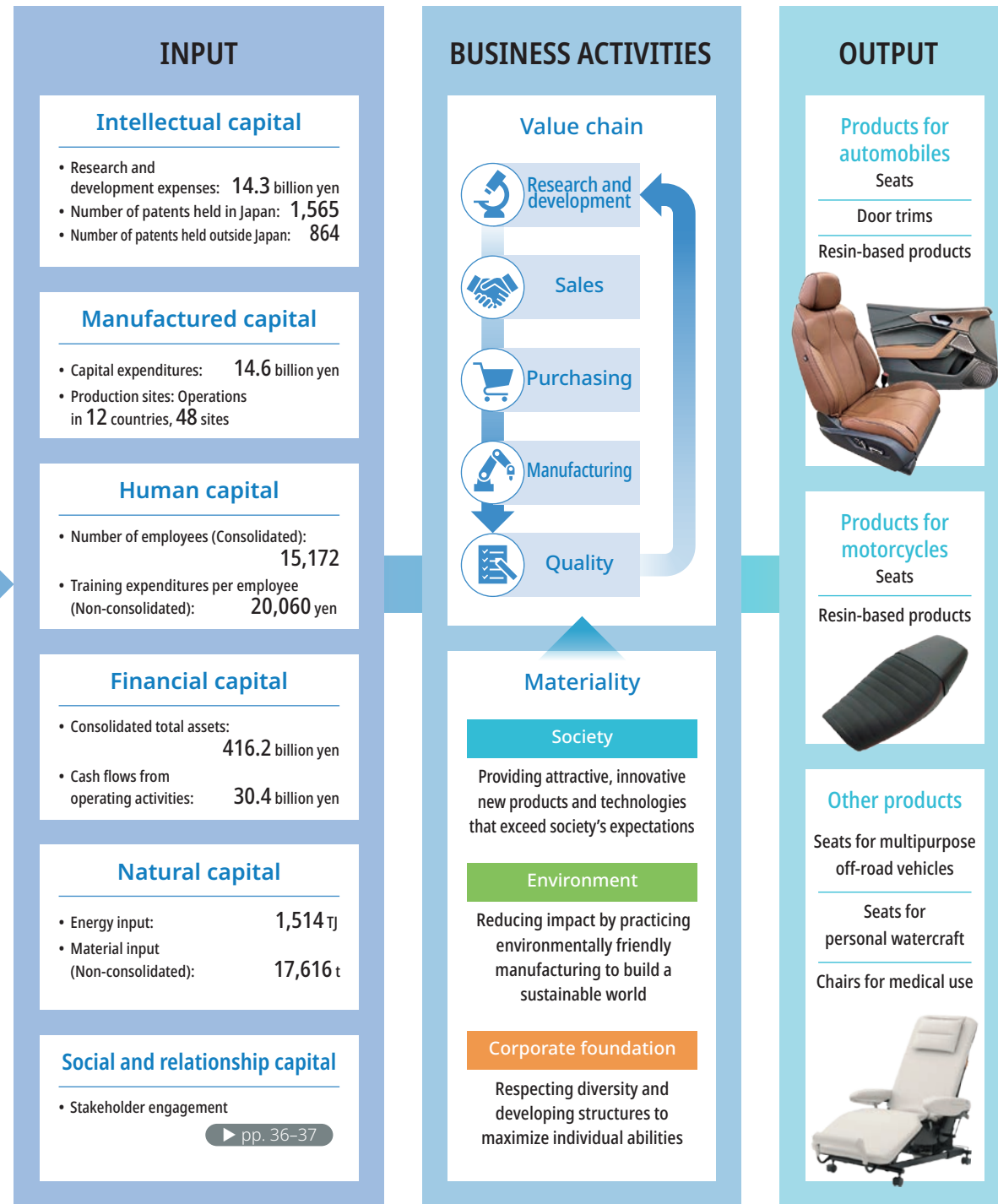
In order to be a reassuring presence and a company sincerely appreciated by all, the TS TECH Group is working to create new value using a value creation process that makes the most of its diverse management resources. By ensuring this process evolves in response to changing societal needs, we will work to achieve sustainable growth hand in hand with the broader society in the years leading up to 2030 and beyond.

2030 Vision

Innovative quality company
—Continued creation of new value—

Figures are all for fiscal 2023

BUSINESS MODEL



OUTCOME

Value created through manufacturing

Delivering reliable safety to protect lives

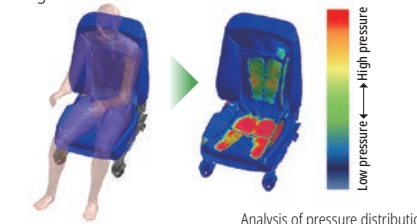
We were the first in Japan to introduce a dynamic sled testing facility, which faithfully recreates the impact of a collision. We carry out tests anticipating all possible scenarios, and vehicle safety assessment organizations in various countries confirm that the completed seats meet the highest level of safety.



Pursuing structures that protect the human body

Providing more comfortable automobile interiors

We are working hard to bring even more comfortable seats to market by conducting ongoing ergonomic research and working to design seats that feel comfortable the instant the person sits down while also preventing fatigue when driving for a long time.



Analysis of pressure distribution

Products that reduce environmental impact

We are helping to reduce environmental impact by supporting improving fuel efficiency and power consumption, exhaustively examining materials and processing technologies from the design stage, and pursuing improvements so that we can keep reducing weight and energy consumption of our products.



About 35% lighter in 10 years

Improving convenience with a variety of functions

A diverse range of seat arrangements to match different applications is essential in maximizing the use of the limited space in vehicles. We sensitively identify the needs of users, which can change every day, and deliver on our unique ideas with advanced technical skills.



Seats that can be stored with a pull of a cord

Value created by business activities

- Total dividend payout: 8.1 billion yen (Eligible shareholders: 18,376)
- Number of social contribution activities conducted: 213
- Social contribution activity expenditures (Non-consolidated): 43.44 million yen
- CO₂ emissions^{*1}: -16%^{*2}
- Waste output: -16%^{*2}

*1 Scope 1+2 emissions volume *2 Both are in comparison with fiscal 2020